

MOTIVATIONAL FUNCTION OF INTRA-ORGANIZATIONAL MOBILITY EMPLOYEE (IME): A PROPOSAL FOR MEASUREMENT

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ABSTRACT This article presents proposals for organizational solutions that can motivate HR managers and employees in the context of intra-organizational mobility. This proposal for empirically tested organizational solutions will help to understand which factors should be used to exploit the potential of competencies to motivate work and prevent the effects of monotonous and monotypic work. These solutions were developed in two-stage empirical research. After defining the test items based on the literature, the first stage was initiated. In this stage, the Delphi method was used, in which 29 experts participated. After the completion of the first research phase, the second phase was initiated. This stage was directed to HR managers of medium and large organizations. As a result, we received responses from 401 organizations in Poland. During the empirical research, a catalog of solutions managers can use to motivate employees in intra-organizational mobility was created. These solutions can also be used to determine whether the introduced intra-organizational mobility has a motivational function. The theoretical and practical findings presented in the article also show that these elements are essential for those organizations that want to exploit the potential of their employees based on conscious and intentional intra-organizational mobility activities. This relates to the organization's activities to implement solutions in this area. This research has some limitations, especially concerning the lack of evaluation of the constructs proposed by the author - organizational solutions as part of the motivational function of intra-organizational mobility by HR managers.

KEYWORDS: *Human Resources Management, motivational function, intra-organizational mobility.*

1. INTRODUCTION

Recently, there has been a growing interest among management theorists and practitioners in actively seeking methods primarily aimed at harnessing the competence potential of employees (Allen, Bryant & Vardaman 2010; Dlugos & Keller 2021; Shen & Hall 2009). Most often, however, such organizational activ-

ities are conducted as part of talent management programs (Marchington, Wilkinson, Donnelly & Kynighou 2021; Shen & Hall 2009). In modern organizations, however, employees have long since ceased to be satisfied with the role of a 'cog.' They are increasingly oriented toward achieving flexible careers and integrating individual and organizational goals (Tomlinson, Baird, Berg & Cooper, 2018). On the other hand, organizations are

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becoming more flexible in designing and using organizational solutions. They mainly focus on providing flexibility to employees in the broadest sense (de Sivatte & Gaudamillas, 2013; Lambert, 2008). As a result, the actual effectiveness of adaptation processes, both at the individual and the organizational levels, is realized in different domains, including specific human resource management practices. One of these practices appears to be the intra-organizational mobility of employees (Saiyadain 2009, p. 339), which can guide an organization in its proactive approach to managing employee mobility. Despite a wealth of literature (Feldman & Ng, 2007; Griffeth, Hom & Gaertner, 2000; Poliquin, Chauvin & 2019) that attempts to identify and define intra-organizational mobility, few studies address the active role of organizations in this process.

The most studied level of employee mobility is the individual level (Griffeth, Hom & Gaertner, 2000; Valcour & Tolbert, 2003; Sylva, Mol, den Hartog & Dorenbosch, 2019). Less commonly, intra-organizational mobility is studied in operating a particular object (organization), a system (e.g., a system of intra-organizational transfers), or a bundle of specific intra-organizational solutions. The mechanisms that support mobility by HR departments are also not adequately represented (Bednarska-Wnuk, 2022, p.3), and there is a lack of clarity in operationalizing solutions for intra-organizational mobility. In practice, this means aligning the organization to identify and use solutions that are used within the organization and that align with its goals and the needs of the employee. These most often constitute their intra-organizational motivation. In this way, the organization can respond to the changing environment and the employee's needs (Koster & Benda, 2020, p. 290).

In addition, the trend towards intra-organizational mobility is forcing HR departments to abandon the standard solutions developed in recent years, such as professional promotion (Koprowska, 2019, p. R7). Therefore, the problem of the organization's activity and awareness in creating and implementing such solutions for personnel areas that are aimed at using available resources becomes essential. The issue of employee mobility, including intra-organizational mobility, has been the subject of theoretical considerations for many years (Poliquin & Chauvin, 2019; Kalleberg & Mastekaasa, 2001; Griffeth, Hom & Gaertner, 2000; March & Simon, 1958). They can be found in many disciplines of the social sciences. This leads to terminological chaos, as many terms exist for organizational employee mobility (fluctuation, rotation, etc.). This heterogeneity of the topic and the difficulty in defining mobility unambiguously result mainly from their synonymy and analysis from the perspective of different fields and scientific disciplines. However, the

state of knowledge on intra-organizational mobility is relatively modest. This is evidenced by a systematic literature review (Czakon, 2013). In line with this method, publications up to 2018 were analyzed. For this purpose, the four international databases (Ebsco, ISI Web of Science, Scopus, and Wiley Online Library) were analyzed.

Due to the question raised in the article, the systematic review of the literature referred to concepts such as employee mobility and intra-organizational versus intra-mobility. The review used frequency analysis based on content analysis to generate a list of keywords related to intra-organizational mobility. The most common are career mobility, job mobility, job change, job satisfaction, employee turnover, and retention. The most common research problem is the effect of intra-organizational mobility on employee attitudes and behaviors (Ganesan & Weitz, 1996), including the effect of factors on the employee's willingness to move within the organization (Ostroff & Clark, 2001), the pressure of intra-organizational mobility on changing levels of satisfaction and commitment (Kalleberg, Mastekaasa, 2001), or for pursuing a career in an organization (Beehr, Taber, Walsh, 1980). Previous studies in intra-organizational mobility (van Vianen, Feij, Krausz & Taris, 2003; Kalleberg & Mastekaasa, 2001; Cesário & Chambel, 2017; Boon & Biron, 2016) primarily focus on the perspective of the individual employee. The literature review and empirical research on intraorganizational mobility have shown few studies. In addition, analysis of employee mobility has shown that while there is research on intra-organizational mobility, there is a lack of consistency in this area, the organizational perspective is often overlooked, and there is no clear catalog of solutions within intra-organizational mobility that specifically target employee motivation.

Without information and appropriate tools to shape the potential of competencies in the organization, managers have little chance to succeed in their environment. The most critical resource in an organization is its employees (Dessler, 2019). Therefore, to provide managers with the necessary tools for appropriate human resource management, it is essential to create various organizational solutions that support this process. Therefore, the purpose of this article is to present proposals for organizational solutions that can have a motivating function in the context of intra-organizational mobility, both for employees and for HR managers. In addition, answers to the following questions were sought: What organizational solutions can determine the motivational function of intra-organizational mobility of employees, and how often are they used by organizations, using Poland as an example.

2. THEORETICAL FRAMEWORK

2.1. Intra-organizational mobility

Competition in the external labor market is causing organizations to increasingly seek employees within the intra-organizational labor market (Webster & Beehr 2013). As Segars, Inceoglu, Vloeberghs, Bartram & Henderickx (2008) point out, nowadays, they focus on moving vertically within the organization where they are currently employed.

Although intra-organizational mobility has interested management theorists and practitioners for many years (March & Simon, 1958; Webster & Beehr, 2013; Jackofsky & Peters, 1983; Forbes, 1987), it is still poorly and imprecisely defined. It is worth highlighting that when interpreting the concept of "employee mobility," some authors use synonymous terms such as turnover (Dalton & Todor, 1987; Jackofsky, 1984), flexibility (Januszkiewicz, 2018), job mobility (Kalleberg & Mastekaasa, 2001) or intra-organizational mobility (Webster & Beehr, 2013). In the literature addressing the problem of employee mobility within an organization, there is often disagreement about the core of the definitional term. These terms contain a different *definiendum* despite the similarities in terms of *definiens*. They refer to the broadly understood movement of employees in the organizational space. Therefore, the core of the mobility concept can be treated as a broad category identified with any "movement." On the other hand, the synonymous terms mentioned above, such as rotation, fluctuation, or mobility, belong to the exact scope of meaning, which makes mobility a universal concept. Such a lens enables the description of intra-organizational mobility and helps try to characterize it.

In the literature, intra-organizational mobility is usually equated with employee promotion (Noe, Steffy & Barber, 1988), position change (van Vianen, Feij, Krausz & Taris, 2003), change of professional duties (de Luis Carnicer, Sánchez, Pérez & Jiménez, 2004), and job change within and outside the organization (Jackofsky & Peters, 1983). It is also a situation in which internal mobility is identified with the acquisition of new knowledge and skills by an employee as a result of various changes in the organization ((Feldman & Ng, 2007). However, within the internal framework, different activities can be distinguished. Primarily, internal mobility includes upward mobility (promotion), sideward mobility (transfer), and downward mobility (demotion) (Saiyadain, 2009, p.339).

Intra-organizational mobility is also described in three dimensions (status, function, and type of employer) that demonstrate its characteristic features (Nicholson & West, 1988). Ng, Sorensen, Eby & Feld-

man (2007) present mobility in a somewhat broader framework. Although these authors focused only on the status dimension and type of employer, they developed six basic types of mobility: internal vertical advancement, external vertical advancement, internal lateral mobility, external lateral mobility, internal downward mobility, and external downward mobility.

However, considering that mobility in its broadest sense is not just a physical move but various activities related to the transfer of roles or functions, the organization's role as the responsible entity in managing these activities becomes crucial. This is a consequence of the changing role of departments from HR (Marchington, Wilkinson, Donnelly & Kynighou 2021, p.155). However, when conducting intra-company mobility activities, the organization should first and foremost determine the purpose of the activity. The most common purposes of intra-organizational mobility include training, adapting individuals to the organization, and downsizing or motivating employees (Bednarska-Wnuk, 2021). The motivational function of intra-organizational mobility seems particularly relevant since it aims to encourage employees to work more effectively and improve their skills and qualifications through specific solutions. It leads to further career development and contributes to achieving organizational goals (Saiyadain, 2009, p. 151).

A review of existing research on employee movement in the organization's broadest sense shows that it is mostly incomplete. For example, the research addresses the relationship between employee mobility in organizational space and individual variables such as demographic variables (Griffeth, Hom & Gaertner, 2000, Valcour & Tolbert, 2003), personality (van Vianen, Feij, Krausz & Taris, 2003.), organizational commitment (Kalleberg & Mastekaasa, 2001), organizational attachment (Cesário & Chambel, 2017), or organizational fit (Boon & Biron, 2016). In addition, some publications show the influence of individual mobility on career fulfillment (Ng, Sorensen, Eby & Feldman 2007). However, there is a lack of research addressing the role of the organization and its orientation in shaping the conditions for managing intra-organizational mobility and applying specific organizational solutions, especially in the context of its motivational function. In this respect, there is a need to fill the research gap.

2.2. Motivational function of intra-organizational mobility – theoretical assumptions

In the literature, one can find a variety of approaches to distinguish the critical functions of HR, differing only in name or degree of classification (Bach & Edwards, 2012; Dessler, 2019). However, despite the diversity of

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their classification and the sub-functions that compose them, each has its structure and goals and performs specific tasks. In addition, each sub-function - e.g., job adaptation, motivation, or employee relocation - also has its usual activities, which are referred to as functions. The scope and degree of specificity result in how they are performed or defined, including the organization's strategy for each HR function. In the context of the considerations made here, intra-organizational mobility also has its symptomatic activities, which have been included in the catalog of functions. These are, for example, training, motivational, matching, conflict resolution, and social or transfer functions (Bednarska-Wnuk, 2021; Jamka, 2001, p. 183). In utilizing the competence potential, the motivational function of intrinsic mobility seems particularly important. It aims to increase work motivation and prevent the effects of monotonous and monotypical work carried out through various organizational solutions.

Based on the analysis of the literature (Dessler, 2019; Marchington, Wilkinson, Donnelly & Kynighou, 2021; Saiyda, 2009) and considering the nature and purpose of employee motivation, it was decided to include the following intra-organizational mobility solutions:

- physical horizontal, vertical, and diagonal transfers,
- work structuring (enrichment and expansion of the content of work, change in the nature and content of work in terms of its complexity, re-

quirements, and methods) and

- involvement of the employee in the training process.

Such a procedure made it possible to describe the distinguished categories of organizational solutions with semantic definitions related to the concepts of observable phenomena (Januszkievicz, 2018, p. 121). As a result, 14 test items were extracted, which differed in content and met the relevant psychometric requirements (Fronczyk, 2009, p. 49).

Furthermore, unlike individual solutions, the study of organizational solutions associated with specific domains/dimensions allows for the emergence of certain patterns and the possibility of capturing certain regularities (Cutcher-Gershenfeld, 1991). Thus, by separating individual solutions, they were included in activities with a motivational function in intra-organizational mobility.

TABLE 1. Test items - organizational solutions of the motivational function of the IME

FUNCTION	ORGANIZATIONAL SOLUTIONS
MOTIVATIONAL FUNCTION	P.1. Transfer an employee to another equivalent position within the organization (change in salary and working conditions). P.2. Transfer an employee to a higher position in the service hierarchy (change in salary and working conditions). P.3. Transfer of an employee to a higher position in the service hierarchy (no change in salary and working conditions). P.4. Transfer an employee to another location within the organization. P.5. Increase autonomy in the position (greater autonomy in decision-making). P.6. Decrease in autonomy in the position (less autonomy in decision-making). P.7. Increase in responsibilities in the position. P.8. Decrease in responsibilities in the position. P.9. Regular exchange of tasks between equivalent positions to counter fatigue P.10. Increase the number of tasks in the position. P.11. Decrease in the number of tasks in the position. P.12. Assigning additional organizational roles to an employee in the position (e.g., project manager). P.13. Changing working conditions to retain key employees, e.g., changing positions. P.14. Referring an employee to training (increasing/adding to the competence profile).

Source: Author

3. METHODS

The review of mobility tools assigned to the incentive function of intra-organizational mobility was studied in two phases. The first phase was conducted in 2019-2020 and used the Delphi method. This method is a way to resolve expert opinions based on consensus (Fisher, 1978, p.64) and is particularly suitable for developing solutions under conditions of high uncertainty (McDermont & Stock, 1980, p. 3). The purpose of the expert survey was to review and collect independent experts' judgments on the question of whether an organizational solution is essential in describing the motivational function of intra-organizational mobility of employees (IME) on a measurement scale with five degrees of agreement, where five denoted complete agreement, four – partial agreement, three – neutral attitude, two – partial disagreement, and one – complete disagreement. The selection of participants and the correct method application (Plummer & Armitage, 2007, p. 3) is fundamental to the study's results. The selection was goal-directed and based on scientific and substantive criteria (Matejun, 2015, p. 146). According to the scientific criterion (since the research was conducted in Poland), Polish individuals with (at least) a doctoral degree in economics in the field of management sciences were selected, i.e., specialists in human resource management and organizational and management methods.

The potential experts' scientific interest in human resource management or organization and management methods was used as a substantive criterion. This requirement was verified using the publications in Google Scholar, most of which are freely available, and the potential expert's Hirsch index, which measures the scientist's achievements. Considering the above assumptions, 91 individuals from different scientific centers in Poland qualified for the study and received a request for possible participation in the study. Subsequently, a questionnaire on intra-organizational mobility of employee (IME) solutions was sent by e-mail. The conclusions were limited to 29 experts. After each round, a compilation and validation of the results from the survey round took place, which consisted of calculating the values of the basic statistics: median, interquartile range, and mean. In addition, all the experts' comments were recorded in writing. In the second and third rounds, each expert received an individualized questionnaire that included a summary of the statistics and the comments of the other competency judges. After completing the surveys, the results were compiled using statistical methods and analyzed regarding the agreement among the competency judges in each round.

The second phase occurred after a completed Delphi survey was conducted in 2020. The tool consisted of the indicators rated the highest by the competent judges and those obtained from the qualitative analysis of the collected material. The tool, as an online questionnaire, was addressed to medium and large organizations' HR managers. Namely, these individuals were assumed to be familiar with the intra-organizational mobility of employees and the factors that constitute it. At the same time, it was assumed that only one person representing a particular organization could participate in the survey (Bednarska-Wnuk, 2021).

To ensure the representativeness of the sample selected for the study, a particular database was acquired from the Central Statistical Office (registered in the REGON register as of April 30, 2020). All business entities registered in Poland are included in this database. Considering that the response rate to CAWI surveys is estimated at 18-20% (Kevers, 2012), a simple random sample of 2,115 companies with at least 50 employees was drawn. Ultimately, 401 questionnaires were received (122 - mid-sized companies, 279 - large companies), completed electronically by individuals representing HR departments in the broadest sense. Thus, the response rate achieved in this study is 19%. In this article, IBM SPSS Statistics 25.0 was used for statistical analysis.

HR managers were asked to evaluate the usefulness of the solution assigned to the motivational function of intra-organizational mobility of employees. Respondents chose one of the following options: agree completely (if the solution occurred at least ten times in the organization in the last year), agree partially (if the solution occurred at least five times but less than ten times in the organization in the last year), disagree partially (if the solution occurred less than five times in the organization in the last year), disagree completely (if the solution did not occur at all in the organization). In addition, the neutral answer ('difficult to say') was offered as the mid-scale point. Namely, more frequent use of specific solutions indicates which functions of intra-organizational mobility are implemented in the organization and which are critical to management.

4. RESULTS

4.1. Expert research results

The results of the first round of research aimed to identify characteristic organizational solutions for the motivational function of intra-organizational mobility

of employees (IME). Therefore, in the beginning, after a particular round of data collection, the parameters describing the statistical properties were determined, including the arithmetic mean (M), the median (Me), the values of the quartiles (Q1 and Q3), and the inter-quartile range (related to the difference between Q3 and Q1 values).

In addition, the concordance of the competent judges, i.e., the experts involved in the study, was evaluated. This assessment was performed in two ways. First, the correlations between the scores obtained by each expert in each round of data collection were assessed. Due to the ordinal level of measurement, Kendall's tau-b correlation coefficient was used. The ratings of the importance of each element of the mobility function determine this. The coefficient takes values in the range [-1; 1]. The relationship between the ratings obtained in each round is stronger the closer the value is to 1. The significance of the coefficient was determined by using the t-test. Another investigation was related to the number of people involved in the study. Since there were more than two expert raters, the Kendall correlation coefficient W was used to calculate the agreement between the ratings of the expert raters. The coefficient's value (from 0 to 1) indicates the degree of agreement between the judges. The higher it is, the higher the convergence of the ratings given by the experts (Jankowski & Zajenkowski, 2009, p. 97). The experts' assessment of the importance of individual aspects of mobility for the extracted motivational function during the three rounds of data collection is shown in the following table. As you can see, the role assigned to certain aspects of intra-organizational mobility of employees has hardly changed in the successive rounds of data collection.

The table summarizes the results of the correlation analysis between the expert ratings in each round and the analysis of the agreement between the ratings of the competent raters (performed with Kendall's W test). The low correlation of the results in the successive rounds, especially the significance of the differences in the ratings of the judges ($p < \alpha$), indicates the low stability of the experts' ratings, which provides an incentive to omit the item in the final questionnaire for the study of the solutions related to the motivational function of intra-organizational mobility of employee. The problem is especially true for solutions P1.1 and P1.8. There was little correlation of scores between the results of the first and third rounds of data collection. This was also true for P1.9 and P1.13. Each time, the correlation between the results of each round was positive.

The results discussed so far (Table 3) make it possible to identify issues (items) that influence the function of intra-organizational mobility of employ-

TABLE 2. Consistency assessment of experts' evaluations in the three rounds of the survey

Question	Motivation function				
	Kendall's coefficient			Kendall's W test	
	I vs II	II vs III	I vs III	W	p
P1.1	0.799*	0.824*	0.656*	0.124	0.028*
P1.2	0.526*	0.611*	0.835*	0.022	0.522
P1.3	0.523*	0.618*	0.506*	0.007	0.826
P1.4	0.604*	0.721*	0.441*	0.005	0.876
P1.5	0.683*	0.937*	0.650*	0.044	0.276
P1.6	0.723*	0.704*	0.636*	0.021	0.551
P1.7	0.669*	0.710*	0.611*	0.025	0.486
P1.8	0.437*	0.600*	0.609*	0.111	0.040*
P1.9	0.567*	0.796*	0.328	0.045	0.978
P1.10	0.654*	0.742*	0.721*	0.004	0.898
P1.11	0.706*	0.686*	0.519*	0.078	0.103
P1.12	0.653*	0.813*	0.515*	0.015	0.641
P1.13	0.381*	0.867*	0.209	0.019	0.584
P1.14	0.729*	0.758*	0.732*	0.004	0.882

NOTE: Gray background indicates questions with a low agreement with the opinion.

* indicates the relationship/differences are statistically significant ($p < \alpha$, $\alpha = 0.05$).

Source: Author.

ees. The statistical results show which should be removed from the measurement instrument.

The gray saturations reflect the magnitude of the problem (the darker the color, the stronger the rationale for omitting a particular item). It should be remembered that while the statistical criteria provide guidance, they must be supported by a substantive evaluation. Only then should a decision be made whether to include a particular item in the measurement instrument (subject to later testing in the target group). The data presented in Table 3 suggest that items P1.6 and P1.8 should be omitted. Considering the

TABLE 3. Summary of items to be omitted

Motivation function														
Item no.	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	1.10	1.11	1.12	1.13	1.14
Low level														
Heterogeneity of opinions														
Variability of opinions over time														

Source: Author.

analysis, it was decided to include items P1.2, P1.3, P1.5, P1.12, and P1.14. In addition, it was decided to include P1.1 after a slight substantive adjustment, which reads as follows: transfer of an employee to another equivalent position within the organization (change in salary and working conditions). Although the correlation between the experts' ratings on this item in each round was low, there was a significant increase in ratings in the Delphi survey. In addition, the median in Round III was 4, compared to Round I, where Me = 3.

Moreover, this was supported by the comments of some experts who believe this is a critical solution enabling development and breaking workplace monotony and fatigue. A similar rationale was given for item P1.9. Although opinions vary over time, a high correlation was found between the ratings of the responsible raters in three survey rounds. The experts justified the inclusion of this item in the motivation function by stating that the temporal alternation of tasks between equivalent jobs largely determines the strength of employee motivation. In the case of item P1.14 (referring an employee to training - increasing/complementing the competence profile), it was decided to remove it from the motivation function, considering the experts' opinions. In this function, considering the comments of the competent judges, it was decided to include the item under the title 'Enabling the employee to obtain a higher formal qualification,' the so-called qualification-motivation promotion. Finally, the following indicators were included in the measurement tool, as shown in the following table.

4.2. Survey results among HR managers

The application of the above solutions was then evaluated in the second stage. These consisted of the indicators rated highest by competent judges. The surveys, it should be noted, were conducted among 401

TABLE 4. Indicators included in the survey

Motivation function
P.1.1. – Transferring an employee to another equivalent position within the organization (change in salary and working conditions).
P.1.2. – Transferring an employee to a higher position in the service hierarchy (change in salary and working conditions).
P.1.3. – Transferring an employee to a higher position in the service hierarchy (no change in salary and working conditions).
P.1.4. – Increasing autonomy in the position (greater autonomy in decision-making).
P.1.5. – Assigning additional organizational roles to an employee in the position (e.g., project manager).
P.1.6. – Regular exchange of tasks between equivalent positions to counter fatigue.
P.1.7. – Referring an employee to training - increasing/complementing the competence profile.

Source: Author.

organizations from Poland while choosing HR managers. Since each solution was rated on a five-point Likert scale, basic descriptive statistics, including the mean (M), can be obtained. Indeed, it is believed that treating a variable at the quantitative level of measurement is possible if the Likert scale has at least five points (Labovitz 1967, Lubke & Muthén 2004). The detailed results of the descriptive statistics are summarized in the following table.

TABLE 5. Descriptive statistics of individual variables

		Q1	Me	Q3	M	SD
Motivation function	Transferring an employee to another equivalent position within the organization (change in salary and working conditions).	2.0	2.0	3.0	2.37	1.05
	Transferring an employee to a higher position in the service hierarchy (change in salary and working conditions).	4.0	4.0	4.0	3.89	1.05
	Transferring an employee to a higher position in the service hierarchy (no change in salary and working conditions).	1.0	1.0	2.0	1.66	0.91
	Increasing autonomy in the position (greater autonomy in decision-making).	2.0	2.0	4.0	2.68	1.12
	Assigning additional organizational roles to an employee (e.g., project manager).	2.0	2.0	4.0	2.64	1.08
	Regular exchange of tasks between equivalent positions to counter fatigue.	2.0	2.6	4.0	3.11	1.23
	Referring an employee to training - increasing/complementing the competence profile.	1.0	2.0	2.0	2.10	1.21

NOTE: Q1 - first quartile, Q3 - quartile 3, Me - median, M - mean, SD - standard deviation, S - skewness coefficient, K - kurtosis.

Source: Author, based on the results of the CAWI survey.

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Within the motivation function, the highest scores (which, given the explanations for the different variations of the variable, means that it is most common in the organization) were recorded for the transfer of an employee to a higher position in the service hierarchy (change in salary and working conditions).- 25% of organizations rated this at least four on a five-point scale, with an average close to 4. The second highest rating (Me= 4, M= 3.11) is given to referring an employee to training - increasing/complementing the competence profile. Half the organizations rate the other dimensions no higher than two, averaging from 2.1 to 2.67. Conversely, the lowest rating corresponds to transferring an employee to a higher position in the service hierarchy (no change in salary and working conditions) (Me=1, M = 2.10). The fact that different solutions are applied to the motivational function of intra-organizational mobility is one thing; the other important point is their frequency, which allows us to conclude the extent to which the solutions of the studied function are inscribed in the functioning of the organization.

Thus, more frequent use of specific solutions indicates the approach to intra-organizational mobility employees, oriented towards realizing its motivational

function and indicating which solutions are more important to management.

Therefore, the analysis of individual solutions and their diversification should be complemented by a summative assessment of the function in question. As highlighted at the beginning of the article, the author proposed a list of individual solutions within the motivational function based on an in-depth review of the literature on the subject and subsequently reviewed by experts using the Delphi method. Based on the data obtained during the survey of medium and large organizations in Poland, the reliability of the proposed solutions within the motivation function can be confirmed. The value of Cronbach's alpha coefficient is higher than 0.5, which indicates the reliability of the constructed summary measure within the motivation function. It should be added that for shorter scales, a value of about 0.5 is acceptable (Hinton, Brownlow, McMurray & Cozens, 2004, pp. 363-364).

TABLE 6. Evaluation of the reliability of the solutions

Specification	Motivation function
Alpha-Cronbach Coefficient	0.540
Spearman-Brown coefficient	0.525
Guttman half-division coefficient	0.520

Source: Author, based on the results of the CAWI survey.

It should be noted that summary indicators based on the data from the organization survey can be determined in several ways. The most common is determining the sum of the values (ratings) within each scale or averaging values (ratings) within each scale. Alternatively, it is proposed to normalize the scores to range from 0 to 100 regardless of the number of items. In this study, the first approach has been adopted. Thus, the resulting index ranges from nine to 35 points for the motivation function being studied. The total score for the intra-organizational mobility of employees ranges from nine to 35 points. The higher the value on the scale, the higher the rating of a particular area, i.e., the better this function is implemented in a particular organization. The values of the descriptive statistics for each summary variable are summarized in Table 7.

TABLE 7. Descriptive statistics for summary indicators

Specification	Motivation function (9 ÷ 35)
Minimum	9
Maximum	35
Q1	15
Median	18
Q3	21
Mean	18.45
Standard deviation	3.96
Skewness	0.733
Kurtosis	1.726

Source: Author, based on the results of the CAWI survey.

The average score for the motivation function is about 18.5 points (with a maximum

of 35 and SD = 3.96), and half of the surveyed organizations scored at least 18 points. Half of the most typical organizations score between 15 and 21 points.

5. DISCUSSION AND CONCLUSION

Changes in the functioning of the departments of HR and their tasks, the lack of predictability of the environment, the lack of tools for managing employee mobility, and the problems related to the retention of people who represent a significant value for the organization make it necessary to find specific organizational solutions aimed at exploiting the potential of the recruited employees. This study presents the best-evaluated organizational solutions identified by competent experts as the critical solutions attributed to the motivational function of intra-organizational mobility. Considering that mobility in the broadest sense is understood not only as a physical relocation but as various activities related to the transfer of roles or functions, the organization's role as a proactive and responsible entity in managing these activities becomes important (Bednarska-Wnuk, 2022).

The research identified seven organizational solutions for the motivational function of intra-organizational mobility of employees (IME). However, referring to the questions posed in the introduction, it should be noted that the empirical evaluation of these solutions reveals an average level (18.5 points) of implementation of the motivational function as part of internal mobility by Polish organizations. Moreover, they are used with different frequencies in Polish organizations. Organizations frequently use the "transfer of an employee to a higher position in the service hierarchy (change in salary and working conditions)" to motivate employees as part of intra-organizational mobility. This solution can be equated with the employee's promotion or career advancement. The frequent use of this solution is also consistent with previous research on this topic, which indicates that career advancement is a valuable indicator of career success and mobility (Garavan & Coolahan, 1996). Such internal upward mobility has traditionally been desirable in an organization (Ng, Sorensen, Eby, & Feldman 2007, p.365). The second most critical solution is the "regular exchange of tasks between equivalent positions to counter fatigue," followed by "referring an employee to training - increasing/complementing the competence profile." They are also confirmed by Veum (1996), who proved that training in companies reduces turnover and contributes to higher job mobility.

Considering this study's objective, stated in the introduction, to present organizational solutions that can have a motivating function in the context of in-

tra-company mobility, both for the employees and for the managers of HR, it should be emphasized that they have been implemented. The obtained ratings of reliability coefficients evidence this. The proposed organizational solutions undoubtedly contribute to the employee motivation theory of internal mobility. So far, no solution set has been defined for this function, and mobility has been primarily studied in the context of individual variables (Kalleberg & Mastekaasa, 2001; Cesário & Chambel, 2017; Boon & Biron, 2016). They can also be a starting point for searching and operationalizing other functions related to internal mobility.

Nowadays, not only is the employee expected to be ready for mobility, but the employee also forces the company to apply new organizational solutions. Moreover, companies should take proactive measures to create and offer such solutions to employees, allowing them to realize their potential and meet their individual needs. In fact, for many years, the requirement for a company to be flexible has been emphasized (de Sivate & Gaudamillas, 2013), which is related to its ability and willingness to initiate and implement adaptive changes in response to permanent disruptions in the environment. In this situation, implementing mobility solutions by organizations becomes a necessary choice and necessity. Due to the changes in the relations between workers and companies, mobility issues are constantly the focus of interest of economic theorists and practitioners. Thanks to mobile devices, this includes the emergence of various professions that are not tied to a specific place and time.

5.1. Practical implications

The issues addressed in this paper are particularly relevant to those organizations that seek to harness the potential of their employees through deliberate and purposeful intra-organizational mobility activities. They refer to the organization's activities to implement solutions in this area. However, their implementation should be linked to the objectives achieved through mobility. In addition, the organization should consider that intra-organizational mobility solutions will be used more frequently if they are an integral part of the management tools: procedures, strategy, and organizational structure, especially considering their motivation function.

This study provides practical information for managers and researchers involved in human resource management, including intra-organizational transfers. The selected solutions attributed to the motivational function of intraorganizational mobility can serve as an example of a research tool. They make it possible to determine which intra-organizational mobility solution should be applied to arouse the employ-

ee's motivation and realize his potential. The proposed solutions can also provide an excellent basis for diagnosing and verifying an employee's level of motivation after mobility through the sum of the individual solutions and their frequency.

Although their primary purpose is to promote work motivation, the proposed solutions can also add value and support those instruments in organizations already successfully used, such as recruitment, talent management, or motivation. In addition, intra-organizational mobility as a mechanism to support the work of HR managers can open new possibilities for organizations in their human resource management. It also makes creating a heterogeneous work environment possible, considering employees' needs, aspirations, and expectations (Bednarska-Wnuk 2022, p.8).

5.2. Research Limitations

By adopting organizational optics, we could consider the organization a conscious entity that acts willfully in human resource management, including intra-organizational mobility. However, this research neglects the individual dimension. It lacks a link between specific organizational solutions and outcomes in the subjective dimension (job satisfaction, commitment, etc.). The proposed constructs were evaluated only by competent judges. Thus, there was a lack of evaluation of the author's proposed constructs-organizational solutions related to the motivational function of intra-organizational mobility by HR managers. Therefore, it is possible to identify further research directions on the intra-organizational mobility of employees. First, it would be interesting and informative to determine the effects of intra-organizational mobility (satisfaction, organizational commitment, fit, etc.) concerning its specific function and organizational solutions using the existing validated research instruments (e.g., the Commitment/Satisfaction Survey Scale).

In addition, quantitative research could be complemented by qualitative research that involves reviewing documents or conducting in-depth personal interviews with HR managers about intra-organizational mobility. These would be examples of the so-called "best practices" in implementing intra-organizational mobility (Bednarska-Wnuk, 2022, p.8). Another research direction could focus on diagnosing solutions for the motivational function of intra-organizational mobility in organizations with different national cultures. Such comparative research would make it possible to develop a matrix of solutions for intra-organizational mobility specific to certain cultures and countries.

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PRIJEDLOG ZA MJERENJE MOTIVACIJSKE FUNKCIJE UNUTARNJE
MOBILNOSTI ZAPOSLENIKA

SAŽETAK U ovom se radu predlažu organizacijska rješenja, pomoću kojih menadžeri ljudskih potencijala i zaposlenici mogu motivirati na unutar-organizacijsku mobilnost. Prijedlog empirijski provjerenih organizacijskih rješenja će pomoći u razumijevanju čimbenika, koji bi se mogli koristiti za upotrebu motivacijskih kompetencija i sprečavanje monotonog i monotipskog rada. Navedena su rješenja razvijena kroz dvofazno istraživanje. Nakon definiranja čestica za testiranje, što je izvršeno temeljem postojeće literature, prešlo se na prvu fazu istraživanja, u kojoj je korištena Delfi metoda s 29 eksperata. U drugoj su fazi istraživanja, usmjerenoj prema menadžerima ljudskih potencijala malih i srednjih organizacija, prikupljeni odgovori od 401 poljske organizacije. Tijekom empirijskog istraživanja, kreiran je katalog menadžerskih rješenja za motiviranje unutarnje mobilnosti zaposlenika. Ista se rješenja mogu koristiti i za utvrđivanje motivacijske funkcije unutarnje mobilnosti zaposlenika. Teorijska i praktični zaključci, koji se izlažu u ovom članku, pokazuju da su navedena rješenja posebno značajna za organizacije, koje žele koristiti potencijale zaposlenika, zasnovane na namjeravanoj unutarnjoj mobilnosti. Navedeno je povezano s organizacijskim aktivnostima, usmjerenim na provedbu odgovarajućih rješenja. Istraživanje ima i određena ograničenja, posebno u području evaluacije predloženih konstrukata, odnosno organizacijskih rješenja, koja predstavljaju dio motivacijske funkcije unutarnje mobilnosti.

KLJUČNE RIJEČI: *upravljanje ljudskim potencijalima, motivacijska funkcija, unutarnja mobilnost.*